

- 4 Dean Kelly. The question was called on the substitute amendment, and the substitute amendment was adopted.

Professor Morgan, on behalf of the PEAFC Committee and the Chair of the ASPP Committee, moved to withdraw the resolution, as amended, because it no longer represented the views of both committees. The Parliamentarian advised that a motion to withdraw was not in order.

Professor Schiff then moved the following amendments: (1) striking the words "and long term" in the first sentence of the second WHEREAS clause; (2) substituting the number "five" for "three" in the third sentence of Section (B) of the first WHEREAS clause; and (3) striking the fifth RESOLVING clause. The motion was seconded. The question was called and the amendment was adopted. The question was called on the original motion, as amended, and Resolution 84/17, as amended, was adopted by a vote of 11 to 7. (Resolution 84/17, as amended, is attached.)

(b) On behalf of the Physical Facilities Committee, Professor Richard A. Kenney moved to defer consideration of Resolution 84/18, "A Resolution to Designate an Historic Presidents' House on Campus," to the May 3rd Senate meeting because of the lack of time for adequate discussion. The motion was seconded. The question was called and the motion to defer was adopted.

- 5 No resolutions were introduced under Introduction of Resolutions.

- 6 (a) On behalf of the Nominating Committee, Professor Kramer, Chairman, moved the nomination for election of Professor William B. Griffith (Columbia College) as Chairman of the Executive Committee for the 1985-86 Session. No nominations were made from the floor and Professor Griffith was unanimously elected as Chairman. Professor Kramer then moved the nomination for election of Professor Mary M. Cheh, National Law Center, Professor Sherwin Greene, SGBA, Associate Professor Howard C. Pierpont, Medical Center, and Professor Martha N. Rashid, Education, as the four additional members of the Executive Committee. No nominations were made from the floor, and Professors Cheh, Greene, Pierpont, and Rashid were unanimously elected.

(b) On behalf of the Executive Committee, Professor Griffith moved the nomination for election of the following five faculty members to the Grievance Committee for a three-year term commencing May 1, 1985: Associate Professor Roger E. Schechter, National Law Center, Chairman, Associate Professor Terence M. Phillips, Medical Center, Associate Professor Joan R. Regnell, Columbia College, Professor George Stambuk, SPIA, and Associate Professor Robert C. Willson, Columbia College. The nominees were unanimously elected.

Professor Griffith then moved the nomination of Professor Ralph C. Nash, Jr., (Law) for election to the Grievance Committee to serve a one-year term as replacement for Professor David B. Weaver, who resigned. Professor Nash was unanimously elected.

(c) On behalf of the Executive Committee, Professor Griffith moved the nominations for appointment by the President to the following Administrative Committees: Judicial System: David A. Altshuler (Chairman), William J. Briscoe, Daniel R. Kane, James H. Perry, and Ormond Seavey; Student-Faculty Committee on Appeals: Maximilian Pock (Chairman), Herbert J. Davis, Joan R. Regnell, and Max D. Ticktin; Marvin Center Program Board: Marvin F. Gordon; Marvin Center Governing Board: James L. Breen, Marilyn L. Liebrez, Charles E. O'Rear, and Bradley W. Sabelli; and Presidential Appeals Board: Joseph Aschheim, Gary E. Crum, Charles E. Rice, and Jarrett M. Wise. No additional nominations were made and

6 the nominees were elected unanimously.

(d) In his report to the Senate, Professor Griffith said he would first like to address the concern expressed to the Executive Committee over the lack of opportunity for faculty to respond to the Draft Report of the Commission for the Year 2000 before it is presented to the Board of Trustees in May. He pointed out that copies were mailed to Senate members, but not to the whole faculty. He asked the President if he would clarify the issue as to the import of the Board's acceptance of the document.

President Elliott responded that he recognized that many members of the faculty, and groups within the faculty, would not have enough time to respond fully to the recommendations contained in the Draft Report of the Commission. Therefore, he said that it would be his recommendation to the Board of Trustees that the Board accept the Draft Report and to acknowledge the serious and dedicated work of the members of the Commission and to thank them for their efforts. He said that he would recommend further that the final report, scheduled for completion in May, be commended for further examination by all interested constituencies of the University and that invitations be made for such additional criticism, evaluations, and suggestions as individuals or groups may wish to make. This would, in his judgment, be a continuing exercise spread over the next several months. He pointed out that the Report of the Commission suggests directions for the University; it does not direct the President or anyone else within the institution to proceed to implement recommendations without further study or without the participation of the academic unit concerned and protected by the existing Faculty Code.

A discussion followed by Professors D. Robinson, Levy, Morgan, Fox, and President Elliott. Professor Griffith urged the members to read the Report and to request the Commission to make any changes which appear to be necessary before the Report is submitted to the Board in final form.

In continuing his report to the Senate, Professor Griffith said that, in response to Resolution 84/16 adopted by the Senate in March with regard to criteria and procedures for appointments, President Elliott suggested that it would be useful to provide "model" procedures for guidance in implementing this resolution. The Executive Committee accepted this suggestion and agreed to work with the administration in drafting procedures. He then reported on behalf of Professor Peter P. Hill, Chair of the Special Committee on Self-Study. A series of questionnaires were distributed to faculty and the responses, at this point, indicate that the areas of concern appear to be research and development, salaries, appointments and promotion policies, and budget matters. The Committee is presently conducting interviews with those faculty who indicated an interest in being interviewed. He reminded members of the Honors Convocation on Sunday, April 14, 1985, and the Faculty Luncheon on Monday, April 22, 1985; he also reminded members that the Annual Reports of Senate Standing Committees are due at the May 3rd Senate meeting, and that the Joint meeting of the Executive Committees would be held Friday, April 19th, at which time nominations for chairmen and members of the Senate Standing Committees are made. In closing, Professor Griffith expressed his thanks to those Senate members who were completing their terms of service in the present session.

(e) Under Interim Reports, Professor Schiff, Chair, Educational and Admissions Policy Committee, reported that the committee held a preliminary discussion on the possibilities of permitting interschool college majors/minors;

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.

MINUTES OF A REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
APRIL 12, 1985, IN LISNER HALL  
Room 603

- 1 The meeting was called to order by President Elliott at 2:15 p.m.

Present: President Elliott, Vice President French, Registrar Grimm, Parliamentarian Schechter, Birnbaum, Castleberry, Cheh, Fox, Frey, Greene, Griffith, Harmon, Kenney, Kramer, Kelly, Levy, Liebowitz, Lovett, Morgan, Pierpont, Plotz, Rashid, D. Robinson, L. Robinson, Schiff, Schiller, Singpurwalla, Smith, Wallace, and Yezer

Absent: Altshuler, Amling, Barron, Claeysens, Della Torre, East, Loeser, and Solomon

- 2 The minutes of the regular meeting of March 8, 1985, were approved as distributed.

- 3 (a) On behalf of the Joint Committee of Faculty and Students, Mr. Ralph Shafer, Co-Chair, continued discussion of Resolution 84/14, "A Resolution to Amend the University Policy on Academic Dishonesty," postponed to this meeting. Because Professor Claeysens, Faculty Co-Chair, was unable to be present, Professor Griffith, on behalf of the Joint Committee, moved to defer further consideration of this resolution to the May 3rd Senate meeting, and the motion was seconded. The question was called and the motion was adopted. (Resolution 84/14 is attached.)

(b) On behalf of the Athletics Committee, Professor Levy, Chair, continued discussion of Resolution 84/15, "A Resolution in Support of the Development of Stronger Programs in Women's and Men's Intercollegiate Athletics," postponed to this meeting. Professor Levy yielded the floor to Professor Morgan for further discussion of the amendment moved at the February 8th meeting. Professor Morgan then restated the amendments as set forth in the Minutes of the February 8, 1985, meeting. A discussion followed by Professors Schiller, Morgan, Yezer, and Levy. Mr. Ralph Shafer, Student Co-Chair of the Joint Committee of Faculty and Students, reported on the hearings held by the Joint Committee where comments were heard from various faculty, administrators, and students with regard to the Men's and Women's Athletic Proposals. (Report is attached.) Professor Frey suggested that the word "acquisition" be substituted for the word "attainment" in 2(a) of the RESOLVING clause. Professor Levy accepted that change.

Further discussion followed by Professors D. Robinson, Frey, Levy, Morgan, and Wallace. Professor D. Robinson then moved to amend the first sentence of the second RESOLVING clause by inserting the following language after the word "recommends": "insofar as is not inconsistent with other academic needs and goals of the University." The motion was seconded. The question was called, and the Robinson amendment was adopted.

- 3 Professor Fox reported on information he compiled with regard to the University's grants program at the request of the Executive Committee. For example, he said that in the year 1984-85 athletic grants represented 20% of the total amount of money that was given to students receiving grants, and this went to about 11% of the total number of students who received this type of grant. Professor Levy replied that he thought the resolution was directed at "academic support," not scholarships and grants, in order to help student athletes deal with academic problems. Further discussion followed by Professors Griffith, Levy, and Schiff. Mr. Bilsky, Mr. Ruth, and Mr. Stoner each commented briefly and responded to questions. The question was called, and Resolution 84/15, as amended, was defeated by a vote of 9 to 12. (Resolution 84/15, as amended, is attached.)

- 4 (a) On behalf of the Appointment, Salary and Promotion Policies Committee and the Professional Ethics and Academic Freedom Committee, Professor Lilien Robinson moved the adoption of Resolution 84/17, "A Resolution Pertaining to Tenure-Accruing and Non-Tenure-Accruing Appointments," and the motion was seconded. She noted that Professor Morgan, Chair of the PEAFC Committee, and Professors Smith, Quitslund, and Loew, members of the joint sub-committee, were all involved in this review and study and could answer any questions the Senate might have.

Professor Rashid asked for an explanation of the language "subject to a new competitive search and evaluation" in the fourth RESOLVING clause, because she said it was her understanding that when non-tenure-accruing faculty are appointed, there has to be a search, and guidelines have to be followed in accordance with the University's affirmative action policies. Professor Morgan responded that in many disciplines the pool of applicants that is available for non-tenure-track positions and tenure-track positions is quite different, and, therefore, a new search would have to occur. In reference to the second RESOLVING clause, Professor Griffith pointed out that the phrase, "in the establishing and publishing of criteria on which the granting of tenure will be based, mandated in Resolution 82/9 adopted by the Senate April 13, 1984," was unnecessary, because every school is required by the Faculty Code to have a committee to allocate tenure slots, and he suggested that that language be deleted. Professors L. Robinson and Morgan accepted Professor Griffith's amendment. Professor Fox said that he was concerned about the six years' limitation on non-tenure-track appointments, and he moved to amend (1)B. of the RESOLVING clause to change "six" to "twelve" years, so that the same would read: "and a total period not to exceed twelve years." The motion was seconded. A discussion followed by Professors D. Robinson, Schiff, Yezer, Kramer, Morgan, Quitslund, and Levy. Professor D. Robinson moved a substitute amendment to delete the words "an initial" and to substitute the words "a renewable" in the second line of (1)B., and to delete the phrase "and a total period not to exceed six years" in the third line of (1)B., so that the same would read "for a renewable period not to exceed three years, for the purpose of staffing with full-time faculty. . . ." Professor Fox and the seconder accepted the substitute amendment. Professor Smith said that the amendment would defeat the whole essence of the resolution, because the purpose was to put a limitation on the indefinite renewing of non-tenure-accruing positions. Professors Morgan, L. Robinson, Levy and Pierpont spoke against the amendment. Further discussion followed by Professors Yezer, Fox, Loew, Singpurwalla, Rashid, President Elliott, Dean Lovett, Dean Liebowitz, and Dean Kelly. Professor Griffith recommended rejection of the proposed amendment that would preserve the current system of indefinitely renewing non-tenure-accruing positions. He said the resolution proposes a new system. Further discussion followed by Professors D. Robinson, Fox, Cheh, Morgan, Schiff, Griffith, and

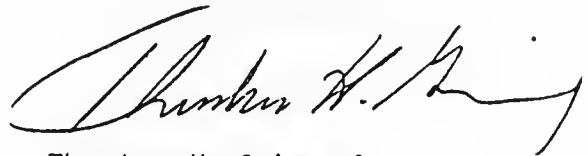
- 6 no action has been taken pending possible action by the deans of the schools and colleges involved who were convening at the request of Vice President French. A second item discussed was the plus/minus grading system. A poll was taken of faculty and students, and the Registrar's Office was in the process of obtaining additional information from the Computer Center regarding the practicality of initiating this system. Recommendations and resolution may be brought to the Senate this fall.

Professor Lilien Robinson, Chair, Appointment, Salary and Promotion Policies Committee, asked that statistical data on Faculty Salary Averages for 1984-85 be entered in the record. (Report attached.)

Professor Plotz, Chair, Library Committee, reported that a resolution would be introduced at the May 3rd Senate meeting to change the name of the committee to the "Committee on the Libraries."

The Annual Reports of the Committee on Honors and Academic Convocations and the Committee on Alumni Affairs were distributed for inclusion in the minutes.

- 7 Under Brief Statements, Dr. Elliott expressed his thanks to the out-going Senate members.
- 8 Upon motion made and seconded, the meeting was adjourned at 5:11 p.m.



Theodore H. Grimm, Jr.  
Secretary

A RESOLUTION TO AMEND THE UNIVERSITY POLICY ON ACADEMIC DISHONESTY (84/14)

WHEREAS, the Joint Committee of Faculty and Students has been asked to make recommendations for amendments and changes to the Academic Dishonesty Policy; and

WHEREAS, the Joint Committee was asked in Spring, 1980, to review its proposal of April 1980; and

WHEREAS, the Joint Committee has approved the attached proposed Academic Dishonesty Policy after due and lengthy consideration; THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate approve the proposed Academic Dishonesty Policy to replace the policy now in existence effective Academic Year 1986-87.

Joint Committee of Faculty and Students  
January 23, 1985

Deferred, February 8, 1985, to the March 8, 1985, Senate meeting for discussion  
and to the April 12, 1985, Senate meeting for final action

Deferred, April 12, 1985, to the May 3, 1985, Senate meeting

Report of the Joint Committee of  
Faculty and Students  
Hearings Concerning  
The Men's and Women's Athletic Proposals  
February 22. 1985

The Committee received comments from a variety of faculty, administrators, and students. including Ms. George. Mr. Bilsky, Mr. Romano, Ms. Mari-Ellen Testa (GWUSA), Mr. Tom Jackson (Judo Club), Jennifer Keane (Crew Team), Don Osterland (GWUSA Senate), Jonathan Mehl (GWUSA Senate), and Professor Charles Elliott (Squash Team). Provost Phelps was in attendance.

The comments were not only specific to the proposals but covered related subjects such as, the adequacy or inadequacy of the present athletic facilities. allocation of time for use of the facilities, and priorities for such utilization. and funding for intercollegiate athletics.

Generally the comments gave us the impression that the present athletic facilities are inadequate. the time available for use of these inadequate facilities by various users (student recreation, intramurals, HKLS classes. and intercollegiate teams) was similarly inadequate. but the priorities for this allocation were adequate. and opinions on the two proposals were mixed.

Based upon these comments the committee members present concluded that: (1) the Smith Center should expand its hours of operation thereby increasing access for all users; (2) a plan for expansion of the present facilities should be developed and implemented; and (3) the two proposals should be implemented if new resources are found to support them.

For the Committee  
Ralph Shafer  
Co-chairman

A RESOLUTION IN SUPPORT OF THE DEVELOPMENT OF STRONGER PROGRAMS  
IN WOMEN'S AND MEN'S INTERCOLLEGIATE ATHLETICS (84/15)

WHEREAS, the reports of the Athletic Directors set forth plans to achieve a level of excellence in intercollegiate athletics that is appropriate for this University; and

WHEREAS, the University should strive for excellence in all its undertakings; and

WHEREAS, achievement of the stated goals will require commitment of University resources over an extended period of time, as well as examination of present policies relating to athletics at The George Washington University; THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) That the Faculty Senate support strengthening the Women's and Men's Intercollegiate Athletic Programs; and
- (2) That, in order to achieve that goal, the Senate recommends, consideration by the appropriate University Committees and Administrative Officers of the following recommendations: ~~insofar as is not inconsistent with other academic needs and goals of the University.~~
  - (a) ~~Expansion of~~ <sup>Enlarging</sup> athletic facilities; specifically, additions to the Smith Center and ~~acquisition~~ <sup>Enlarging</sup> of outdoor playing fields;
  - (b) ~~Additions to~~ <sup>Enlarging</sup> the coaching staffs of Women's and Men's Athletics and increases in operating budgets;
  - (c) ~~Review and development of~~ <sup>Expanding and coordinating</sup> fund-raising activities by the athletic departments;
  - (d) ~~Review~~ <sup>Reviewing</sup> procedures for the admission of athletically-gifted applicants; and
  - (e) Strengthening academic support programs for student-athletes.

Committee on Athletics  
January 25, 1985

Deferred, February 8, 1985, to the April 12, 1985, Senate meeting with  
pending amendment

Defeated, April 12, 1985



A RESOLUTION PERTAINING TO TENURE-ACCRUING AND NON-TENURE-ACCRUING APPOINTMENTS (84/17)

WHEREAS, tenured status and the rights and duties associated with tenure are recognized throughout the academic community as incentives to excellence and dedicated service; and

WHEREAS, extensive ~~and long-term~~ use of non-tenure-accruing appointments for regular active status faculty adversely affects faculty morale, loyalty to the University, the enjoyment of academic freedom, and the ability of the University to attract first-rate candidates for appointments; and

WHEREAS, when there is a long-term need for the position in question and the University's interest in flexibility and fiscal soundness is otherwise protected, nothing is to be gained from withholding tenure-accruing status; and

WHEREAS, the Report of a Special Committee on Non-Tenure Accruing Faculty Members, dated April 18, 1983, recommends that appointments to the faculty should normally be in tenure tracks; and

WHEREAS, University policy provides for the exercise of rigorous standards and procedures in initial appointments, performance review, and the formulation and review of tenure recommendations; THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) that, in the future, appointments of regular active status faculty shall ordinarily be tenure-accruing in accordance with provisions in the Faculty Code, Articles I. and IV. except in the Medical Center and as follows:
  - A. Instructors, appointed for one-year terms not to exceed four years at that rank, when academic needs and the applicants' qualifications do not justify appointment at a higher rank and salary; and
  - B. Regular non-tenure-accruing appointments at the rank of Assistant Professor, Associate Professor, or Professor, for a ~~initial/renewable~~ period not to exceed ~~three/five~~ years, and a total period not to exceed six years, for the purpose of staffing with full-time faculty in an area where the long-term academic needs of the University are uncertain;
- (2) ~~that, in the establishing and publishing of criteria on which the granting of tenure will be based, mandated in Resolution 82/9 adopted by the Senate April 13, 1984,~~ each school, college or comparable educational division shall provide for the need to control the numbers of tenured faculty as a percentage of the total faculty within that administrative unit;
- (3) that faculty members with appointments which are not tenure-accruing shall receive with the initial offer of appointment a clear statement of the University's policies governing such appointments;
- (4) that a faculty member with appropriate credentials in a non-tenure-accruing position shall be eligible to apply for a tenure-accruing position, should one become available, subject to a new competitive search and evaluation. ~~and~~
- (5) ~~that faculty now in regular non-tenure-accruing positions shall be exempt from the limit of six years stated in (1) B. above.~~

Committee on Appointment, Salary, and Promotion Policies  
and  
Committee on Professional Ethics and Academic Freedom  
March 13, 1985

Adopted, as amended, April 12, 1985

A RESOLUTION TO DESIGNATE AN HISTORIC PRESIDENTS' HOUSE ON CAMPUS (84/18)

WHEREAS, there exist upon the University Campus buildings of historic and architectural merit; and

WHEREAS, the University at present stands in need of a central feature symbolizing its history and its place within the Federal city; and

WHEREAS, the University possesses a significant collection of furniture, art and other artifacts which form the core of an important collection of items relating to our history; and

WHEREAS, the identification of an historic building to house the collection would serve as a distinguished setting for University functions and, further, would serve to attract public interest and support for the collection and the building; and

WHEREAS, the Physical Facilities Committee has examined the feasibility of such a project and considered the suitability of various properties for this purpose; THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY .

That the Senate calls upon the Administration to designate the Woodhull House for preservation and for development as a "Presidents' House" at such time as the activities presently housed there can be relocated.

Physical Facilities Committee  
March 22, 1985

Deferred, April 12, 1985, to the May 3, 1985, Senate meeting

# Faculty Salary Averages

1984-85

	<u>Males</u>		<u>Females</u>		Combined	Total
	#	Tenured	#	Tenured	Average	% Tenured

## Columbian College

Professors	105	103	12	12	\$41,506	
Associate Professors	69	55	23	21	30,928	
Assistant Professors	36	5	13	4	24,710	77.5%

## Education & Human Development

Professors	18	14	9	9	37,800	
Associate Professors	5	3	7	5	30,540	
Assistant Professors	0	0	3	1	26,899	76.1%

## Engineering & Applied Science

Professors	43	41	0	0	51,662	
Associate Professors	13	6	1	0	38,156	
Assistant Professors	1	0	1	0		79.6%

## Government & Business Administration

Professors	34	32	1	1	44,703	
Associate Professors	26	14	6	2	37,149	
Assistant Professors	16	2	2	0	34,603	60.0%

	<u>Males</u>		<u>Females</u>		Combined Average	Total % Tenured
	<u>#</u>	<u>Tenured</u>	<u>#</u>	<u>Tenured</u>		

Graduate School of Arts & Sciences

Professors	1	1	0	0		
Associate Professors	3	2	0	0	29,304	
Assistant Professors	0	0	3	0	26,632	42.8%

National Law Center

Professors	25	25	5	4	66,056	
Associate Professors	5	1	1	1	54,017	
Assistant Professors	1	0	0	0		83.7%

Public & International Affairs

Professors	10	9	1	1	43,086	
Associate Professors	5	3	1	0	31,596	
Assistant Professors	1	1	1	0		73.6%

University Professors

Professors	4	4	0	0	65,813	100%
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All Schools

	Average			Average		
Professors	240	229	46,695	28	27	43,492
Associate Professors	126	84	34,228	39	29	31,375
Assistant Professors	55	8	28,033	23	5	26,274
						27,515

SUMMARY - ALL COMBINED

<u>Professors</u>	<u>#</u>	<u>Tenured</u>	<u>Average</u>	<u>% Tenured</u>
	268	256	\$46,360	95.5%
Associate Professors	165	113	33,554	68.4%
Assistant Professors	78	13	27,515	16.6%

FACULTY SENATE PROVISIONAL STANDING COMMITTEE ON ALUMNI AFFAIRS  
ANNUAL REPORT, 1984-85

The committee met twice during the academic year 1984-85 in the office of Professor Harry E. Yeide. The committee had one item of business referred for discussion. This was the consideration of the Bilsky and George reports on Men's and Women's Athletics.

The committee felt the the reports were accurate statements of the needs of the respective athletic programs from the perspective of participation in competitive sports. The impact of a competitive sports program on the involvement of the Alumni in the University was the subject of most of the discussion in the committee. The conclusion, that participation by the University in athletic competition at level of NCAA Division 1 was preferable to winning at the level below Division 1, was reached after much discussion within the committee. We would therefore support the plans outlined in the two reports within the fiscal and academic priorities of the University.

Because the committee was not continued by action of the Senate prior to January 1, 1985 this represents the final report of the Provisional Standing Committee on Alumni Affairs.

Members of the Committee:

Norman C. Kramer, Medicine, Chairman  
Joan R. Regnell, Speech and Hearing  
Harry E. Yeide, Jr., Religion

ex officio: Barry Jagoda, Director of News & Public Affairs  
Sandra H. Lear, Director of Alumni Relations  
Michael J. Worth, Vice President for Development

Annual Report of the  
Committee on Honors and Academic Convocations  
(formerly the Committee on Public Ceremonies)  
1984-85 Term

1. A Resolution to Establish an Annual Honors Convocation (84/10) was passed at the December, 1984 meeting of the Faculty Senate. The Committee is pleased to announce that the first Honors Convocation will be held at 1:30 p.m. on April 14, 1985. A great deal of planning and coordination of effort was necessary to bring about this event; the Committee especially wishes to acknowledge the contribution of John Perkins, Subcommittee Chairman and the participation of all of the members of his subcommittee.
2. A Resolution to Create a University Committee on Public Ceremonies (84/11) was passed at the December, 1984 meeting of the Faculty Senate. Resolution 84/11 becomes effective Academic Year 1985/86. Briefly, the newly created University Committee on Public Ceremonies will plan and execute the University annual public events whereas the (renamed) Committee on Honors and Academic Convocations will formulate policy regarding ceremonial functions and honorary degrees as well as recommending honorary degree candidates to President Elliott for transmittal to the Board of Trustees. Guidelines for more specific differentiation of the responsibilities of each Committee were discussed at the April 12, 1984 morning meeting of the Faculty Senate's Committee.
3. Our Committee held three meetings during the 1984/85 term. Numerous subcommittee meetings also were held. At the April 12, 1985 Committee meeting, reports were made by the following:

John Perkins, Subcommittee on the Honors Convocation  
Robert Jones, Subcommittee on the Opening Convocation  
Ken White, Subcommittee on Graduation Weekend Activities  
Margaret Vann, Subcommittee on Senior Class Activities  
Robert Jones, Subcommittee on Recognition of Faculty Service

Respectfully Submitted  
Martha N. Rashid

Members of the Committee

Boris Bell, Marvin Center  
Claudia Derricotte, Student Activities  
Roy Eastin, Business Administration  
Lloyd Elliott, President (ex-officio)  
Ted Grimm, Registrar (ex-officio)  
Phillip Grub, Business Administration  
Bob Guarasci, GW Student Association  
Robert Jones, University Marshal (ex-officio)

Sandy Lear, Alumni Relations  
Jane Lingo, News & Public Affairs  
Joan Regnell, Speech and Hearing  
Richard Santos, GW Student Association  
Lewis Schiller, National Law Center  
Lee Tidball, Physiology  
Margaret Vann, SGBA  
Ken White, SEAS (ex-officio)

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.  
20052

The Faculty Senate

April 1, 1985

The Faculty Senate will meet on Friday, April 12, 1985, at 2:10 p.m., in Lisner Hall 603

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of March 8, 1985
3. Old Business:
  - (a) A RESOLUTION TO AMEND THE UNIVERSITY POLICY ON ACADEMIC DISHONESTY (84/14), deferred February 8, 1985, to April 12, 1985, for final action; Professor A. E. Claeysens, Jr., Co-Chair, Joint Committee of Faculty and Students (Resolution 84/14 attached.)
  - (b) A RESOLUTION IN SUPPORT OF THE DEVELOPMENT OF STRONGER PROGRAMS IN WOMEN'S AND MEN'S INTERCOLLEGIATE ATHLETICS (84/15), deferred February 8, 1985, to April 12, 1985, with pending amendment; Professor Joseph B. Levy, Chair, Athletics Committee (Resolution 84/15 attached.)
4. Resolutions:
  - (a) A RESOLUTION PERTAINING TO TENURE-ACCRUING AND NON-TENURE-ACCRUING APPOINTMENTS (84/17) with accompanying report; Professor Lilien F. Robinson, Chair, Appointment, Salary and Promotion Policies Committee, and Professor John A. Morgan, Jr., Chair, Professional Ethics and Academic Freedom Committee (Resolution 84/17 with report attached.)
  - (b) A RESOLUTION TO DESIGNATE AN HISTORIC PRESIDENTS' HOUSE ON CAMPUS (84/18); Professor Richard A. Kenney, Chair, Physical Facilities Committee (Resolution 84/18 attached.)
5. Introduction of Resolutions
6. General Business:
  - (a) Nomination for election of the following nominees to the Executive Committee for the 1985-86 Session; proposed by the Nominating Committee, Professor Norman C. Kramer, Chairman: Professor William B. Griffith (Columbian College), as Chairman; Professors Mary M. Cheh, (Law); Sherwin Greene, (SGBA); Howard C. Pierpont, (Medical) and Martha N. Rashid, (Education) as other four members
  - (b) Nomination for election of five faculty members to the Grievance Committee for a three-year term commencing May 1, 1985, including Chairman

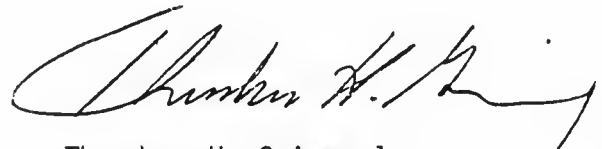
(continued)

6. General Business: (continued)

- (c) Nomination for appointment by the President to the following Administrative Committees: Judicial System: David A. Altshuler (Chairman), William J. Briscoe, Daniel R. Kane, James H. Perry, and Ormond Seavey; Student-Faculty Committee on Appeals: Maximilian Pock (Chairman), Herbert J. Davis, Joan R. Regnell, and Max D. Ticktin; Marvin Center Program Board: Marvin F. Gordon; Marvin Center Governing Board: James L. Breen, Marilyn L. Liebrez, Charles E. O'Rear, and Bradley W. Sabelli; and Presidential Appeals Board: Joseph Aschheim, Gary E. Crum, Charles E. Rice, and Jarrett M. Wise
- (d) Report of the Executive Committee: Professor William B. Griffith, Chairman
- (e) Interim Reports of Senate Standing Committees

7. Brief Statements

8. Adjournment



Theodore H. Grimm, Jr.  
Secretary



A RESOLUTION TO AMEND THE UNIVERSITY POLICY ON ACADEMIC DISHONESTY (84/14)

WHEREAS, the Joint Committee of Faculty and Students has been asked to make recommendations for amendments and changes to the Academic Dishonesty Policy; and

WHEREAS, the Joint Committee was asked in Spring, 1980, to review its proposal of April 1980; and

WHEREAS, the Joint Committee has approved the attached proposed Academic Dishonesty Policy after due and lengthy consideration; THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate approve the proposed Academic Dishonesty Policy to replace the policy now in existence effective Academic Year 1986-87.

Joint Committee of Faculty and Students  
January 23, 1985

Deferred, February 8, 1985, to the March 8, 1985, Senate meeting for discussion  
and to the April 12, 1985, Senate meeting for final action

A RESOLUTION IN SUPPORT OF THE DEVELOPMENT OF STRONGER PROGRAMS  
IN WOMEN'S AND MEN'S INTERCOLLEGIATE ATHLETICS (84/15)

WHEREAS, the reports of the Athletic Directors set forth plans to achieve a level of excellence in intercollegiate athletics that is appropriate for this University; and

WHEREAS, the University should strive for excellence in all its undertakings; and

WHEREAS, achievement of the stated goals will require commitment of University resources over an extended period of time, as well as examination of present policies relating to athletics at The George Washington University; THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) That the Faculty Senate support strengthening the Women's and Men's Intercollegiate Athletic Programs; and
- (2) That, in order to achieve that goal, the Senate recommends consideration by the appropriate University Committees and Administrative Officers of the following recommendations:
  - (a) Expansion of athletic facilities; specifically, additions to the Smith Center and attainment of outdoor playing fields;
  - (b) Additions to the coaching staffs of Women's and Men's Athletics and increases in operating budgets;
  - (c) Review and development of fund-raising activities by the athletic departments;
  - (d) Review procedures for the admission of athletically-gifted applicants; and
  - (e) Strengthening academic support programs for student-athletes.

Committee on Athletics  
January 25, 1985

Deferred, February 8, 1985, to the April 12, 1985, Senate meeting with pending amendment

A RESOLUTION PERTAINING TO TENURE-ACCRUING AND NON-TENURE-ACCRUING APPOINTMENTS (84/17)

WHEREAS, tenured status and the rights and duties associated with tenure are recognized throughout the academic community as incentives to excellence and dedicated service; and

WHEREAS, extensive and long-term use of non-tenure-accruing appointments for regular active status faculty adversely affects faculty morale, loyalty to the University, the enjoyment of academic freedom, and the ability of the University to attract first-rate candidates for appointments; and

WHEREAS, when there is a long-term need for the position in question and the University's interest in flexibility and fiscal soundness is otherwise protected, nothing is to be gained from withholding tenure-accruing status; and

WHEREAS, the Report of a Special Committee on Non-Tenure Accruing Faculty Members, dated April 18, 1983, recommends that appointments to the faculty should normally be in tenure tracks; and

WHEREAS, University policy provides for the exercise of rigorous standards and procedures in initial appointments, performance review, and the formulation and review of tenure recommendations; THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) that, in the future, appointments of regular active status faculty shall ordinarily be tenure-accruing in accordance with provisions in the Faculty Code, Articles I. and IV. except in the Medical Center and as follows:
  - A. Instructors, appointed for one-year terms not to exceed four years at that rank, when academic needs and the applicants' qualifications do not justify appointment at a higher rank and salary; and
  - B. Regular non-tenure-accruing appointments at the rank of Assistant Professor, Associate Professor, or Professor, for an initial period not to exceed three years and a total period not to exceed six years, for the purpose of staffing with full-time faculty in an area where the long-term academic needs of the University are uncertain;
- (2) that, in the establishing and publishing of criteria on which the granting of tenure will be based, mandated in Resolution 82/9 adopted by the Senate April 13, 1984, each school, college or comparable educational division shall provide for the need to control the numbers of tenured faculty as a percentage of the total faculty within that administrative unit;
- (3) that faculty members with appointments which are not tenure-accruing shall receive with the initial offer of appointment a clear statement of the University's policies governing such appointments;
- (4) that a faculty member with appropriate credentials in a non-tenure-accruing position shall be eligible to apply for a tenure-accruing position, should one become available, subject to a new competitive search and evaluation; and
- (5) that faculty now in regular non-tenure-accruing positions shall be exempt from the limit of six years stated in (1) B. above.

Committee on Appointment, Salary, and Promotion Policies  
and  
Committee on Professional Ethics and Academic Freedom  
March 13, 1985

3/12/85

THE GEORGE WASHINGTON UNIVERSITY  
INTERDEPARTMENTAL MEMORANDUM

A REVIEW OF POLICIES AND PROPOSALS CONCERNING TENURE-ACCRUING AND NON-TENURE-  
ACCRUING APPOINTMENTS.

Prepared for consideration by the Faculty Senate, on behalf of the Committees  
on Appointment, Salary, and Promotion Policies and Professional Ethics and Aca-  
demic Freedom, by representatives of the two Committees:

John Eftis (Department of Civil, Mechanical, and Environmental Engineering),  
Murray Loew (Department of Electrical Engineering and Computer Science),  
Jon Quitslund (Department of English),  
George Smith (Department of Education).

Reviewed by the Committees and forwarded in support of

A RESOLUTION PERTAINING TO TENURE-ACCRUING AND NON-TENURE-ACCRUING APPOINTMENTS. (84/17).

Subsequent to submission of the "Report of the Special Committee on Non-tenure Accruing Faculty Members," dated April 18, 1983, and discussed by the Senate on October 14, 1983, the Report was referred to two Committees, Professional Ethics and Academic Freedom and Appointment, Salary, and Promotion Policies. Members of the two Committees have been meeting together this Fall; this document reports their views and findings, and is offered as background to the "Resolution Pertaining to Tenure-Accruing and Non-Tenure-Accruing Appointments."

Our study of the report and of the policies and practices it addressed has involved study of the historical development of the University's hiring in N-T-A positions, and of several responses to problems perceived in the high percentage of tenured faculty in the regular faculty ranks, and also in the long-term use of N-T-A appointments.

The Special Committee addressed itself to several concerns: the University's interest in the integrity of the "tenure system," which enhances our commitment to excellence in teaching and research, and our capacity to attract and retain a first-rate faculty; the traditional safeguards of academic freedom associated with tenure; and on the other hand, the need to preserve academic and fiscal flexibility through control of the number of tenured faculty, seen as a percentage of the entire faculty and of the faculty in smaller academic units. In our view, these concerns are still valid, although the factors to be considered have changed somewhat since the Special Committee began its work.

Briefly: the Special Committee proposed that "Appointments to the faculty will normally be in tenure tracks," and that "tenure eligibility" will be conferred or denied "not later than the sixth year of service." The "tenure eligible" faculty member for whom a tenure slot is not available "may remain in the tenure eligible category for an unlimited number of five-year contracts." Discussion of the Report at the Senate meeting on October 14, 1983, was inconclusive, but clarified at several points the Committee's understanding of how the policy would work. (We were provided with a 32-page typed transcript of all that was audible on the tape recording of discussion.) The key points of the policies envisioned by the Special Committee were these:

- 1) that the possibility of earning tenure in a "slot" will be clear in some cases, as at present, at the time of a national search and the canvass and interviewing of candidates;
- 2) that in other cases, allocation of a tenure "slot" can take place within the first six years of an appointment, prior to the decision on tenure eligibility;
- 3) that in still others, movement from "tenure eligibility" to "tenure" may take place much later than the sixth year, in response to departmental recommendations and decisions by the committee of the administration which allocates tenure slots;
- 4) that in still other cases, a "tenure eligible" member of the faculty may never be awarded the full guarantee of tenure;
- 5) and finally, somewhat surprisingly in view of the many possibilities for future service and status which "tenure eligibility" may contain, that status is to be considered almost as secure as tenure: a decision not to renew a five-year contract would have to be justified on the basis of financial exigency, changes in the University's program needs, or evidence of neglect of professional responsibilities.

The Committee did not concern itself explicitly with such matters as the standards and procedures to be applied in deciding "tenure eligibility," or in moving from eligibility to full possession of tenure, nor did it address the factors to be considered by the committee which allocates tenure slots.

The balance of this review of the report considers the following questions:

- 1) Does the policy provide adequately for the academic and fiscal flexibility which the University needs to preserve?
- 2) Is the policy so clear as to be easily comprehended by all concerned: i. e., present and prospective members of the untenured faculty, deans and others charged with administration of the policy, and tenured and tenure-eligible faculty who will be involved in recruitment and performance reviews?
- 3) Does the policy lend itself to the clarification--and perhaps the raising--of the standards to be met by candidates for tenure?
- 4) Does the policy provide for the academic freedom and other professional interests of all who will serve the University beyond a standard probationary period?

The policy recommended by the Special Committee seems to us vulnerable on each of these grounds.

1) Flexibility. It might be argued that the movement toward an all-tenured faculty has been halted, and that current policy, which combines part-time and N-T-A appointments with controls on the authorization of T-A and tenured appointments, will improve the proportion of tenured to non-tenured faculty. In a recent tabulation of full-time faculty (exclusive of Medicine) in Fall 1984, 405 appointments appear as tenured, 78 as T-A, and 71 as N-T-A, to which 14 full-time adjunct faculty could be added. The proportion of tenured to non-tenured varies from school to school, and varies once again when part-time faculty are taken into account.

With regard to academic and fiscal flexibility, the need to control the awarding of tenure could be stated in these terms: tenure should not be awarded except to those whose life-time service to the University would offer substantial benefits, and tenure should not be associated with a position which does not have a place in the University's programs for the indefinite future.

The kind and the extent of flexibility that can be gained from N-T-A appointments are difficult to calculate. If nearly all T-A appointments lead to tenure, the University gains some flexibility from the withholding of T-A status, even if the N-T-A's become long-term employees. Similar benefits would follow from the proposed policy of open-ended "tenure-eligible" appointments. The longer such an appointment continues, however, the larger becomes the employee's claim on promotion, salary increases, and de facto tenure; the real flexibility of the school or department declines over time.

If "tenure eligibility" is understood as a secure state, the question arises why tenure should not be awarded once the criteria for tenure have been satisfied. The policy proposed by the Special Committee seems a defensive one, appropriate to a faculty which doesn't trust the administration to allocate tenure slots where they are needed, or to an administration that doesn't trust the faculty and its own review procedures to control the awarding of tenure. A better alternative, it seems to us, would be a wise and constructive policy of controlling the allocation of tenure "slots" and the awarding of tenure, coupled with the additional flexibility to be gained from short-term appointments.

2) Clarity. The distinction made by the Special Committee between "tenure-eligible" and "tenured" might prove difficult for those inside the University to understand, and next to impossible to explain to outsiders, such as prospective faculty and accreditation visitors. The array of possible terms of full-time employment envisioned by the Committee--non-tenure-accruing, tenure-accruing in a "slot" defined as tenurable, tenure-accruing in a "slot" that might lead to tenure, tenure-accruing in a position with a clouded future, tenure-eligible, and tenured--invites misunderstanding and could lead to mistakes of many kinds and no end of ill will.

We were instructed by the Senate's discussion of the Report and by subsequent comments and memoranda, including these points made by Professor Joseph Levy: "The provisions of the plan will so confuse the idea of 'tenure track' as to make it useless from the point of view of recruitment," and "It would create two points of potential litigation where there now is only one." Professor Levy goes on in his memo to observe sagely that "Hard decisions tend to get postponed as long as possible," and "tenure eligibility" may be in practice, especially when authorization of tenure in the position is distant or in doubt, "awarded pretty routinely." This alternative to a clear-cut "up or out" rule might be nice for some people, but detrimental with respect to flexibility and professional standards. Since the rates at which different individuals move after six years of service from tenure-eligible to tenured are left entirely variable (subject to circumstances in a department, administrative discretion, politics, and all the trade-offs that make academic life so interesting), much harm might result from attempts to provide for every "special case."

3) Standards. Despite the Committee's intent that "tenure eligibility" should be earned only by those who are worthy of tenure, a policy which features this unfamiliar status, interim for some and long-term for others, could be expected to be less effective than a clear-cut "up or out" policy in emphasizing that only those who fully satisfy the requirements for career-long service should be continued beyond a six-year probationary period, and only those positions which deserve virtual permanence in a program should be staffed in an open-ended fashion.

The tenure-eligible category, like widespread and long-term use of N-T-A appointments, would make it all too easy for schools, departments, and individuals within them to "muddle through," following lines of least resistance and never looking too far ahead. If the University were going to phase out a "tenure system" and replace it with a patchwork of short-term and five-year contracts, this might provide for a careful review of performance by individuals and programs, but the Committee's plan, which calls for a kind of cross-breeding, might produce something like a mule, intractable and impotent.

4) Professional Ethics and Academic Freedom. Important issues raised by a high percentage of tenured faculty and extensive use of N-T-A appointments have been studied extensively by Senate committees, but dealt with inconclusively. The idea that faculty members in N-T-A positions may be, or may feel themselves to be, "second-class citizens," led to the formation of the Special Committee and obviously motivated them, but we feel that the Report does not deal adequately with problems that have already been encountered and others that can be anticipated. When one prospective faculty member is told that there is no obstacle to tenure in his or her position, and another is told that there is no obstacle to "tenure eligibility," for what that's worth, the prospect of two three-year contracts followed by one or more five-year contracts may be enticing enough for the second individual, but for the Department and the administrators involved, issues of professional ethics may be at stake. When someone "tenure eligible" has adjusted to that status but is overtaken on the ladder to tenure by someone more recently hired with a more convenient specialty,

ethical questions may arise, not to mention morale problems and grievances. When some but not all faculty with long-term (perhaps career-long) interest in the University are accorded the protections of academic freedom and professional development entailed in tenure, the integrity of the University is in question.

In conclusion: Both the current use of N-T-A appointments and the proposed withholding of tenure guarantees from some who are judged eligible for tenure seem to us to encourage the wrong kind of competition between individual faculty members, departments, and deans. In our view the benefits to be gained from such expediciencies do not outweigh the disadvantages to individual faculty members and to the University.

We recommend that a clear distinction should be made, as it has been made commonly and traditionally, between those with tenure and those without. Some appointments should clearly and competitively offer the possibility of tenure, with the understanding that it is difficult to achieve; some appointments should offer no prospect of tenure or of service beyond a sixth year, but University policy should provide ways of adjusting to changes in an individual's role and in the needs of a program through reclassification of positions from N-T-A to T-A. Where, under the policies now in effect, individuals have been hired and retained in N-T-A positions on a long-term basis, there may be excellent reasons for continuing such appointments indefinitely, but the possibility of reclassification (or, alternatively, elimination) of the position should be carefully explored. In general, we are in favor of "phasing out" long-term N-T-A appointments, and we expect that this will happen naturally in the course of time.

We hope that the attached Resolution, proposed after study by two Senate committees, will be accepted as a response to the urgent need for a comprehensive policy on tenure-accruing and non-tenure-accruing appointments.

3/12/85



A RESOLUTION TO DESIGNATE AN HISTORIC PRESIDENTS' HOUSE ON CAMPUS (84/18)

WHEREAS, there exist upon the University Campus buildings of historic and architectural merit; and

WHEREAS, the University at present stands in need of a central feature symbolizing its history and its place within the Federal city; and

WHEREAS, the University possesses a significant collection of furniture, art and other artifacts which form the core of an important collection of items relating to our history; and

WHEREAS, the identification of an historic building to house the collection would serve as a distinguished setting for University functions and, further, would serve to attract public interest and support for the collection and the building; and

WHEREAS, the Physical Facilities Committee has examined the feasibility of such a project and considered the suitability of various properties for this purpose; THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Senate calls upon the Administration to designate the Woodhull House for preservation and for development as a "Presidents' House" at such time as the activities presently housed there can be relocated.

Physical Facilities Committee  
March 22, 1985